

EXSUM

25 Nov 08

(U) Leader Development Summit. BG Cardon, Deputy Commanding General, CAC Leader Development and Education, hosted a Leader Development Summit 19-20 Nov 08 at the L&C Center, Ft. Leavenworth, KS. Purpose of the Summit was to increase shared awareness of roles, functions and responsibilities within the Army leader development community and to identify, discuss and develop potential solutions for leader development issues. Participants included key LD stakeholders from HQDA, TRADOC and from across CAC, including some COEs. SES and HQE participants included Mr. Ormond, Mr. Warner and Mr. Sparks. The first day of the Summit was devoted to examining roles, functions and responsibilities of the various organizations and staff elements at HQDA, TRADOC and CAC echelons. Major discussion points included the various interpretations of the meaning of leader development, the utility of the current training and leader development model and the seeming redundancy of LD roles and functions internal and external to TRADOC. Participants agreed that TRADOC leader development is too institution-focused (equating LD with only institutional training/education), that at least 80% of LD occurs in units/organizations, assumes LD occurs accidentally through osmosis in training rather than on purpose, and generally ignores the LD requirements of the operational and self-development domains. On the second day, the group discussed a conceptual Leader Development Model offered by BG Cardon. Participants recognized that the Army lacks a specified leader development model that articulates the timing, methods, and processes whereby the leader competencies and attributes specified in FM 6-22 are developed across leaders' career spans. It was generally agreed by participants that within TRADOC, Warrant Officer, Noncommissioned Officer and Civilian Cohorts have structures more conducive to vertical integration of an LD strategy than does the Officer cohort. It was agreed that structure for managing O-grade officer LD is fragmented across TRADOC and the Army. The way ahead for O-grade structure for the immediate future is to improve coordination among existing stakeholders with a view toward gradually evolving toward greater unity. The group discussed the need of developing LD strategy and possibly updating LD doctrine. Some participants noted a need to elaborate the concept of "leadership development" – how a leader with required attributes and competencies operationalizes those to generate leadership as a property of an organization. Participants agreed that the Army has long emphasized development of competencies through training. It may now be time to shift more organizational energy toward development of character through leader development. BG Cardon concluded the Summit encouraging the participants to continue their current efforts and to continue to share ideas to advance LD across the Army. He also stated that when there were LD challenges beyond an organization/staff's ability to advance, then he was the one for them to come to for help. Briefings and attendees list located at <http://usacac.leavenworth.army.mil/cac2/cal/>
Provide Memo: _____

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